

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

FY2014 & FY2015 Development Innovation Ventures

Annual Program Statement (APS)

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Pursuant to the Foreign Assistance Act of 1961, as amended, the United States Government, as represented by the U.S. Agency for International Development (USAID), U.S. Global Development Lab, invites applications for the Development Innovation Ventures (DIV) program.

Introduction

Development Innovation Ventures (DIV) supports the piloting and rigorous testing of innovative approaches to solving international development problems and transitioning innovations with evidence of impact and cost effectiveness to scale. DIV's aim is to create a portfolio of innovations that improves lives for millions of the poor around the world, especially individuals in poverty or extreme poverty, and other vulnerable groups.

DIV funds innovation that targets USAID's Mission Statement¹. Innovations could include new technologies, new ways of delivering and/or financing goods and services, more cost-effective adaptations of existing solutions, new ways to increase uptake of existing proven solutions, etc. The more funding requested, the more confidence DIV will need in the evidence-base underpinning the innovation. This includes gathering appropriate evidence of impact and/or commercial viability at each stage and for each type of scale path. Solutions must have a potential pathway to scale commercially or through incorporation into the practices of developing country governments, donors, philanthropists, or through a combination of commercial and public or philanthropic support. Innovations should ultimately reach sustainability without continuing DIV support.

DIV employs a staged funding model, with size of investment commensurate with evidence of potential for success. DIV recognizes that organizations supported will need flexibility to iterate and adapt innovations and DIV strives to provide this flexibility.

¹ We partner to end extreme poverty and promote resilient, democratic societies while advancing our security and prosperity

To attract the best innovations, applications on all development topics and sectors are welcome. DIV welcomes applications from U.S. and non-US organizations, individuals, non-profit, and for-profit entities,² provided their work is in a country where USAID operates.

There are several types of projects that are not a good fit for DIV's objectives. This includes standard development practice (e.g. building schools), basic scientific research (e.g. laboratory research), a planning tool or diagnostic that is unlikely to result in measurable development impacts, innovations that are applicable only in very limited context, or private sector applications to expand businesses in developing countries that are unlikely to lead to significant development impacts.

Learn more about DIV, including examples of past winners, at www.usaid.gov/DIV

DIV Core Principles

There are three fundamental objectives that drive DIV's search for innovative and impactful solutions to problems in the developing world:

- **Evidence**—DIV is designed to help find, test and transition to scale the most effective innovations, and encourages the use of rigorous testing methods (e.g. market test, measuring causal impacts) as appropriate given the stage of the proposal and the scale path. Evidence can encompass ultimate impacts (e.g., infant mortality), or improvements in implementation outcomes (e.g. take-up) for those solutions that have been causally linked to ultimate impacts in the past.
- **Cost Effectiveness**—DIV seeks innovations that deliver more development impacts per dollar than other ways of achieving the same development goals (e.g. increased literacy per dollar compared to existing practices).
- **Pathways to Scale**—The ultimate goal of DIV is to support solutions to scale sustainably to reach millions of people in the developing world within a decade. DIV recognizes that innovations can take a variety of scale paths but expects that ultimately they will grow without continued DIV support.³

Specific requirements regarding evidence, cost-effectiveness, and scaling expectations are described below, and may differ based on funding stage and the type of innovation.

Stages of Financing

DIV funds projects in three stages, representing cumulative progress towards cost-effective impact at widespread scale. Applicants should apply for the appropriate stage that best reflects their current level of development, and should request only the amount of funding they need to

² Please see ADS 303.3.6.2 for a list of the types of organizations USAID may support. Participation of foreign government organizations under this APS is possible only through an approved subaward agreement with a prime recipient (see ADS 303.3.21)

³ Throughout the document, “commercial scaling” refers to an innovation that will scale through the marketplace, relying on customer payments and/or financing arrangements from investors; “public scaling” refers to incorporating an innovation into the standard practices of developing country governments, donors, or philanthropists; “hybrid scaling” refers to a scaling approach that relies both on some form of revenue or investment capital as well as support from donors, governments, and philanthropists.

effectively execute the proposal. Applicants applying for later stages need to demonstrate that they satisfy the requirements of earlier stages. If DIV disagrees with the stage at which the applicant has placed its solution, DIV reserves the right to unilaterally reassign the stage. Applicants should justify funding needs through budgets and operational/financial forecasts. Many DIV projects request far less funding than the ceilings at each stage.

DIV is willing to provide more than one investment per stage; grantees have the opportunity to compete again within any stage, provided that they continue to demonstrate progress. The more funding requested, the deeper the due diligence, and the greater the expectations that the applicant will be able to demonstrate development impact and potential to scale. Grantees that demonstrate exemplary performance under their current grant may also be eligible for a non-competitive award permissible under ADS 303.3.6.6 (a)(2)(i) ⁴.

Consistent with USAID's gender policy, DIV also supports solutions across all sectors, including those that have bold and imaginative strategies to advance gender equality and female empowerment. As required in ADS 201.3.9.3*, each new activity undertaken by USAID must address the most significant gender issues that need to be considered during activity implementation. All DIV applicants are required to analyze their project's gender-disaggregated expected outcomes. Their performance management plans and evaluations will include gender-sensitive indicators and sex-disaggregated data, when relevant. * See ADS 201 (ADS 201.3.9.3) <http://www.usaid.gov/who-we-are/agency-policy/series-200>

Stage-specific requirements are delineated below.

Stage 1: Proof of Concept/Initial Testing – Awards of \$25,000 to \$150,000 (up to 2 years)

Stage 1 grants support the introduction of a solution to target customers/beneficiaries in a developing country context to gain an early, real-world assessment of the solution. This includes testing for technical, organization, distribution, and financial viability. Key activities could include assessing user demand, willingness to pay, and correct usage of products and services, as well as documenting social outcomes and real world costs to implement the solution.

Applicants must make the case that their solution has the potential to reach millions of customers/beneficiaries. They should outline how the initial proof of concept testing will inform planning for a path to achieve financial and operational sustainability, highlight any additional partners that will be needed for scaling, and identify well-defined metrics to judge their success (with relevant targets). DIV recognizes that the process of innovation requires continual reassessment and adjustment. The plan must also demonstrate awareness of important risks, obstacles, and implementing opportunities, including external market factors facing the applicant that would scale commercially or an assessment of the strengths/weaknesses of alternative solutions for approaches that would scale through the public sector. DIV expects that applicants use their Stage 1 grant to test the aspects most important to learn about the potential for the innovation to work in the field or to help improve the innovation, make it more cost effective, or increase adoption. The applicant should discuss how they've chosen to focus their Stage 1 grant

⁴ See ADS 303 (ADS 303.3.6.6 – a.2.i for more information). <http://www.usaid.gov/who-we-are/agency-policy/series-300>.

activities and provide a rationale for how those activities help the applicant build evidence on outcomes, commercial viability, and/or implementation strategy.

The project team (including partners) must have relevant experience and expertise to execute the proposed plans. Team members should have clear roles, demonstrated capabilities, and a corresponding level of effort (percent of full time) to ensure successful implementation.

Stage 2: Testing and Positioning for Scale— Awards of \$150,000 to \$1,500,000 (up to 3 years)

Stage 2 grants support testing for social impact, improved outcomes and/or market viability, as well as operational refinement to build paths to sustainability and scale. Stage 2 applicants should have already met all the requirements of a Stage 1 project described above.

Applicants that propose public scaling for an innovation must provide rigorous measurement of the causal impact and cost effectiveness of the innovation. The methodology must include a credible way to determine that the results⁵ can clearly be attributed to the innovation. DIV expects many applicants will propose a randomized control trial (RCT) or an appropriate quasi- experimental design that can credibly distinguish the impact of the innovation from potential confounding factors. The evaluation must have sufficient statistical power. If that type of methodology is not possible, the applicant should explain why not, and what approach will be used instead and how it will be implemented; DIV does not intend to fund many such projects.

Applicants that propose to scale commercially must be able to make a clear logical case between their innovation and expected social impacts, and outline how they will assess the social benefits of the innovation throughout the course of the project. In cases where that case is difficult to make, a rigorous impact evaluation might help strengthen the application. Applicants must propose a plan to test whether the innovation is commercially viable at scale. Relevant commercial data include a financial analysis of the potential to commercialize, including market demand, breakdown of full costs, revenue by source, break even, capital costs (running vs expansion), etc. These requirements also apply to applicants planning to use a hybrid approach to scaling, but DIV expects these applicants will also draw on rigorous evaluations if they will plan to rely on significant public financing to scale the innovation.

All Stage 2 applicants must plan to report regularly post-award to DIV the full costs of implementing the innovation, an estimate of the costs at scale, and a comparison of these costs with those of current practices. Documentation of the operational and implementation details of the program should also be provided during the project.

Applicants must discuss the financial inputs they expect will be required to scale the solution over time, and their plans for obtaining such resources. This includes strategies for cost recovery in the case of commercial scaling. Applicants should discuss constraints to scale up (legal, political or regulatory, etc.) and how they will use their Stage 2 project to address these.

⁵ “Results” must be proven impact on ultimate outcomes (e.g., infant mortality, incomes) if there is not a priori impact evidence for the innovation. If a case for such evidence can be made (for example, the solution is already known to generate certain impact but the innovation to be tested is a better way of delivering the solution), then “results” can be increases in adoption or uptake, for example.

Stage 2 applications should include preliminary plans, and adequate budget, for activities to position the innovation for scale if testing suggests this is warranted. Applicants who have already satisfied the Stage 2 requirements of evidence of impact and cost-effectiveness, but who are not yet ready for Stage 3 funding, may apply for Stage 2 to position the innovation for scale. Examples of such activities might include testing and refining implementation issues in ways that will better position innovations for scale, adapting the innovation for new contexts, and efforts to reach out to potential scaling partners.

In all cases, the team should have the expertise and capabilities to conduct the proposed activities and must demonstrate a vision for how the organization will identify the resources, recruits, and/or partners required to scale the innovation, particularly if their organization is not well-suited to perform the tasks required to scale the innovation post-award. The applicant should document interest and/or commitments from partners.

Stage 3: Transitioning Proven Solutions to Scale (up to 5 years)

Category A: Awards of \$1.5M to \$6M

Category B: Awards of \$6M - \$15M

Stage 3 supports transitioning proven approaches to scale. This could include adaptation to new contexts and geographies. Operational challenges for scaling should be identified and addressed, allowing refinement and iteration along defined pathways to scale. Stage 3 funding and support provide a runway for applicants to grow, while engaging additional partners who will help scale the project beyond DIV support, but for whom more evidence of success and track record are needed. Stage 3 applicants must explain how they will use DIV funds in a catalytic fashion so that they can raise needed resources from sources other than DIV.

To qualify for Stage 3 support, applicants must clearly demonstrate that the innovation delivers development impacts at lower costs compared to alternatives. This evidence need not come from DIV-financed work but must meet the standards of evidence as outlined for Stage 2.

Applicants must identify credible and clear paths to scale, both financially and operationally, although DIV provides flexibility in executing along that trajectory by offering two Categories of funding in Stage 3:

Category A: Reserved for applicants that may have piloted one or more approaches along their scale path, interest expressed by essential partners, and existing financial gaps.

Category A activities could include some or all of the following: reaching out to potential scaling partners (e.g., investors, existing large commercial firms, or developing country governments); working with these potential scaling partners to adapt the innovation to suit their context; continuing to implementing the innovation while expanding the innovation to a new context/geography; or executing the innovation within the systems of potential scaling partners at sufficient scale to allow them to gauge the case for future scaling. It could also include testing alternative strategies for cost-effective implementation at scale by the applicant. For applicants seeking to scale commercially, it will be important to

demonstrate that revenues can be reasonably projected to cover full costs at scale, and that some leverage and cost share has been obtained through private or impact investments.

Category B: Reserved for applicants that have established a clear scale path and have documented support (financial and/or operational) from partners essential to achieving goals. Typical Category B activities could include expanding the innovation to other countries (or administrative areas such as states, departments or provinces in large countries) and continuing to assess ways to drive down costs while maintaining quality. As DIV does not intend to replace impact or private investors, solutions seeking to scale commercially must make a particularly strong case for Category B support including reporting in detail the results of past pursuit of private capital, and the corresponding terms, and demonstrating that they have an economically viable business model.

In both Categories, applicants must show how their chosen trajectory helps them reach as many users as feasible and must make a compelling case that their approach can lead to sustainability of the innovation. Applicants must explain anticipated challenges as they bring a solution to scale and how they will address them. Much of the proposed implementation plan should focus on building the necessary operational capacity, systems, partnerships, and financial support to drive the project or organization towards sustainability and scale. The applicant should explain how they intend to approach and incorporate the relevant stakeholders as the project progresses. Applicants must show how DIV funding will be catalytic in securing other, more sustainable sources of funding, whether that will come commercially, from the public sector, or a mixture of both.

Applicants must propose an appropriate plan to assess that their solution continues to operate at low cost and high quality in new and larger contexts. Depending on the nature of the solution, the content of such a plan may differ. For public scaling, this should include monitoring of social outcomes and costs; while in new geographies and/or contexts, further rigorous testing may be warranted. For solutions scaling commercially, it should generally include reporting detailed data on revenues and costs, and it may also include monitoring information related to social outcomes. Plans must clearly address where new challenges or cultural, political, environmental considerations may affect the success of the solution as it scales. Applicants should also explain how they will assess whether the innovation reaches the poor or otherwise vulnerable groups that are relevant to the mission of USAID (e.g. making the case that this is inherent to the innovation, presenting demographic data for the relevant communities, or conducting ongoing surveys of customers/beneficiaries).

The applicant must demonstrate that the team has the capability to implement the proposed activities and that they have the skills necessary to guide the solution on a credible path to meaningfully improving development outcomes for millions within the next decade. Applicants must document any commitments from relevant partners and stakeholders that will be involved during the implementation, or identify partners they will have to pursue for the project to be successful. They should discuss the track record of the team in conducting the necessary activities for scaling as well as plans for identifying new hires or working with partners.

Evaluation Criteria

DIV will use the following criteria to assess applicants by stage. Ratings will be applied by section (innovation, team, plan) and the sections are listed in descending order of importance per stage.

Stage 1

Innovation - DIV will assess the application for the degree to which it demonstrates:

- Clear articulation of the specific innovation to be implemented and tested.
- A clear theory of change exists that draws upon existing evidence when applicable/available and a clear understanding of current barriers to success.
- Potential social benefit to customers/beneficiaries, which may include reducing gender gaps and creating new opportunities for women and men.
- Possibility of reaching millions of individuals within ten years to contribute to USAID's Mission statement in a significant way.
- A clear case is made that the innovation can feasibly achieve better results at lower cost than the status quo or alternatives.

Team - DIV will assess the application for the degree to which the project team (including partners) demonstrates:

- Relevant experience and expertise to execute the proposed plans.
- Clear roles and level of effort (percent of full time) necessary to be successful.
- Understanding of current context on the ground and potential challenges to implementation, and capabilities to address them should they occur.

Plan - DIV will assess the application for the degree to which evaluation and implementation plans demonstrate:

- Reasonable tests of technical, organization, distribution, and financial viability in a real-world setting.
- Well-defined metrics for judging success.
- Engagement of stakeholders as appropriate in the process.
- A Branding and Marketing Plan that is appropriate to the proposed approach.
- Ability of the applicant to successfully implement and execute the project as designed, which includes demonstrated past experience with projects of similar magnitude, complexity, objectives or in similar contexts.

Stage 2

Innovation - DIV will assess the application for the degree to which it demonstrates:

- Clear articulation of the specific innovation to be implemented and tested.
- A clear theory of change exists that draws upon existing evidence when applicable/available and demonstrated an understanding of current barriers to success.
- Potential social benefit to customers/beneficiaries, which may include reducing gender gaps and creating new opportunities for women and men.
- Possibility of reaching millions of individuals within ten years to contribute to USAID's Mission statement in a significant way.
- A clear case is made that the innovation can feasibly achieve better results at lower cost than the status quo or alternatives.
- Evidence of success in pilot/proof of concept testing.

Plan - DIV will assess the application for the degree to which evaluation and implementation plans demonstrate:

- Appropriate choice of methodology to assess commercial viability or causal impact and cost effectiveness.
- Clear plans to monitor social outcomes.
- Clear systems to document the costs of implementation and ongoing financial requirements.
- Well-defined metrics for judging success.
- Ability to inform future implementation design and scale plans.
- Engagement of stakeholders as appropriate in the process.
- A Branding and Marking Plan that is appropriate to the proposed approach.
- Ability of the applicant to successfully implement and execute the project as designed, which includes demonstrated past experience with projects of similar magnitude, complexity, objectives or in similar contexts.

Team - DIV will assess the application for the degree to which the project team (including partners) demonstrates:

- Relevant experience and expertise to execute the proposed plans.
- Clear roles and level of effort (percent of full time) necessary to succeed with duties.
- Understanding of current context on the ground and potential challenges to implementation, and capabilities to address them should they occur.
- Clear ideas about specific partners or team member capabilities that will be required to scale the solution beyond Stage 2.

Stage 3

Innovation - DIV will assess the application for the degree to which it demonstrates:

- Delivery of development impacts at lower costs compared to alternatives.
- Compelling case for scale path(s) with the potential to reach as many customers/beneficiaries as feasible and lead to sustainability of the innovation.
- Possibility of reaching millions of individuals within ten years to contribute to USAID's Mission statement in a significant way, which may include reducing gender gaps and creating new opportunities for women and men.
- Medium scale success decreasing or recovering costs while maintaining/improving outcomes.

Plan - DIV will assess the application for the degree to which evaluation and implementation plans demonstrate:

- Clear steps to build operational capacity, systems, partnerships, and financial support to drive the project or organization towards sustainability and scale.
- Likelihood that DIV funds will be used effectively to catalyze expansion of the solution, including strategic use of leverage and/or cost-share.
- Commitment to continued monitoring of social outcomes and implementation costs.
- Well-defined metrics for judging success.
- A Branding and Marking Plan that is appropriate to the proposed approach.
- Ability of the applicant to successfully implement and execute the project as designed, which includes demonstrated past experience with projects of similar magnitude, complexity, objectives or in similar contexts.

Team - DIV will assess the application for the degree to which the project team (including partners) demonstrates:

- Relevant experience and expertise to execute the proposed plans.
- Clear roles and level of effort (percent of full time) necessary to succeed with duties.
- Understanding of current context on the ground and potential challenges to scaling, and capabilities to address them should they occur.
- Commitment from and/or involvement of stakeholders essential to ensuring scale up.

Applicants for all stages should consider forming a coalition with partner organizations to best address these criteria. Many DIV projects will leverage funding from other sources. To justify projections regarding size of development impacts, market demand, costs, and scale paths, applications should explicitly note key assumptions, relevant data and citations.

Selection Process

DIV will review applications on a rolling basis, so applicants are encouraged to submit applications at any time. Information on the target response time, and on any special deadlines, is available at www.usaid.gov/div/timelines.

- Stage 1: Submission of the attached Letter of Intent form may be sufficient for DIV to make an award decision. After ensuring that applicants meet the eligibility requirements, DIV staff will review the applications for merit. The most promising applications will be moved to a final review, during which DIV will solicit feedback from external experts and may follow up with additional questions.⁶
- Stage 2 & Stage 3: Submission of the Letter of Intent will provide sufficient material for DIV's pre-screening. After pre-screening, the most promising applications will proceed to a final review for which DIV will request additional information via a Final Application. The Final Application guidelines will be sent directly to invited applicants, and will request further details about certain aspects of the proposal, including but not limited to the operational model, impact and cost effectiveness of the innovation, fundraising, organizational details, and measuring success. Applicants may submit the Final Application whenever they are ready, with a final deadline of eight weeks after notification. Upon receipt, DIV staff will review Final Applications and solicit feedback from external experts.
- All successful applicants, following notification of intent to award, will engage in a mandatory negotiation process.⁷ This includes verifying that the applicant is registered in SAM.gov and has a valid DUNS number, both of which are pre-award requirements. The award drafting and negotiation process includes multiple steps associated with meeting federal and agency requirements and may take several months or more, depending on many factors including but not limited to the size of the financial request, past experience of the applicant organization, the type of

⁶ All reviewers sign non-disclosure and non-conflict of interest statements.

⁷ USAID anticipates making awards under this APS in the form of grants including Fixed Obligation Grants and Cooperative Agreements. In accordance with ADS 303.3.3, Assistance instruments are issued when the principal purpose of the transaction is to accomplish a public purpose of support or stimulation, as authorized by the Foreign Assistance Act of 1961, as amended (FAA).

award instrument identified for the proposed activities, the results of the initial environmental examination, and other considerations.

At any stage in the application review process, DIV reserves the right to pose clarifying questions and conduct discussions with some, all, or none of the applicants. DIV may request that applicants who have submitted applications for larger awards present their application to DIV via teleconference, videoconference, or travel to USAID/Washington at their own expense. DIV will only meet with those applicants from whom DIV requests a meeting: other applicants do not need to contact DIV to schedule a presentation.

Applicants and those considering applying must send all questions and responses to questions in writing to DIV@usaid.gov. **Applications must be submitted to DIVapplications@usaid.gov.** Applications sent by any other means (including Grants.gov) will not be considered. www.usaid.gov/DIV contains much content that is useful for applicants. Please do not contact USAID staff with general questions.

Special Funding Opportunities

DIV has additional special funding opportunities. We may consider any applicant generally, or relative to a special funding opportunity. All application forms and rules remain unchanged but additional resources are available for applications targeting the below priorities:

- Haiti Focused Funding Opportunity—the objective of this opportunity is to identify, rigorously test, and scale cost-effective solutions to development challenges represented by the four pillars of the U.S. Government’s Haiti Strategy
- Water Sanitation and Hygiene (WASH) Focused Funding Opportunity—in partnership with the Bill and Melinda Gates Foundation, the specific objective of WASH for Life is: to identify, test, and transition to scale promising approaches to achieving cost-effective, sustained, scalable outcomes in the water, sanitation and hygiene sectors to significantly improve the lives of the impoverished around the world.
- Innovation Fund for the Americas—in collaboration with USAID’s bureau for Latin America and the Caribbean, the objective of this opportunity is to support applications that address challenges in Latin America and the Caribbean.
- Humanitarian Innovation Initiative—in collaboration with the United Kingdom’s Department for International Development (DFID), the objective of this opportunity is to identify innovative approaches to challenges in the delivery of humanitarian assistance.
- Periodically, we may open additional special funding opportunities, which will be posted at www.grants.gov and www.usaid.gov/div.

Application Format

Please submit your Letter of Interest (LOI) using the form found at www.usaid.gov/LOI. Those applicants that have the most promising LOIs will be contacted by DIV and invited to submit a Full Application Form.

Other Application Parameters

USAID reserves the right to fund any or none of the applications submitted. DIV seeks to select projects across a wide range of technical and regional areas across all three stages. USAID will not

fund applications which, in its view, will result in the use of U.S. taxpayer funding in a duplicative or redundant manner. This includes activities determined to be outside of the best interest and value to the United States Government. DIV anticipates making up to approximately \$25M of awards under this APS.

If DIV identifies opportunities to strengthen or fund an application by connecting with existing USAID mechanisms, other potential funders and/or external partners, USAID/DIV may make that application available for appropriate consideration.

Additional Information on Award Administration

- General Information: www.usaid.gov/div
- Information regarding the award solicitation and award process and Standard Provisions for U.S. organizations and Non-U.S. Non-governmental Organizations is available in ADS 300 (Chapter 303 is particularly helpful): <http://www.usaid.gov/who-we-are/agency-policy/series-300>.
- Grant and Contract Process (most relevant for applicants include steps 7/8): <http://www.usaid.gov/work-usaid/get-grant-or-contract/grant-and-contract-process>
- For US organizations, 22 CFR 226, [OMB circulars](#), and the Standard Provisions apply.
- For non-U.S. non-governmental organizations, the [Standard Provisions for Non-U.S. Non-Governmental Organizations](#) apply.
- Intellectual property and other issues: http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title22/22cfr226_main_02.tpl⁸
- Environmental Compliance background information: http://www.usaid.gov/our_work/environment/compliance
- For information on how the Agency will ensure environmental soundness and compliance in design and implementation when required by the 22 CFR 216 determination (See ADS 204): <http://www.usaid.gov/who-we-are/agency-policy/series-200>
- Branding and Marking policy and frequently asked questions: <http://www.usaid.gov/branding/assistance-awards/frequently-asked-questions-marking-requirements-assistance-awards>
- USAID's Gender Equality Policy <http://www.usaid.gov/sites/default/files/documents/1870/GenderEqualityPolicy.pdf>

⁸ In general, awardees may elect to pursue ownership of intellectual property that is developed as a result of an award from this APS. In such cases, USAID would typically retain a nonexclusive, non-transferable, royalty-free license to use any such intellectual property

Evaluation Matrix

DIV will use the following scoring methodology to assess each application:

Rating	Description
Excellent	Exceeds expectations in that it is comprehensive, thorough and with exceptional merit, demonstrating that the proposed project will likely result in effective and efficient performance. Exhibits no significant deficiencies.
Very Good	Demonstrates overall competence, meets all minimum requirements and exceeds requirements in some areas but not all. Despite some identified weaknesses, the applicant demonstrates that it can successfully complete all deliverables in a timely, efficient, and economical manner.
Good	Meets requirements. While the applicant demonstrates an ability to complete the work in some areas, there are some significant deficiencies. However, these combined weaknesses still represent a manageable performance risk.
Fair	Minimally meets basic requirements or demonstrates a limited understanding of the requirements. Implementation of the proposed project would likely lead to unsatisfactory performance. Contains deficiencies and significant weaknesses that may negatively affect performance.
Poor	Many deficiencies and/or gross omissions, including failure to address key elements, failure to understand work necessary to perform the required tasks, or failure to provide a reasonable approach to fulfilling requirements.
Nonresponsive	Fails to address all elements of the criteria; fails to understand the work necessary to perform the required tasks; fails to meet the requirements of the solicitation.

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Applications:

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